



MCA Awards 2018 Winner

Consulting Excellence Award for Professional Development

Thales Cyber & Consulting

The Consultant Development Programme (CDP) was launched by Thales Cyber and Consulting (TC&C) in November 2016 to bridge a gap in consulting performance and as a vehicle for change.

Consultants had a reputation of technical excellence but lacked the behavioural skills required to engage with customers, understand their needs, and provide additional value beyond their contracted role. This resulted in silo working, limited business development and cross-selling activity, no rotation of projects, and restricted customers from using new or different consultants.

TC&C developed a new vision and strategy to transform its business into a high performing consultancy. It was clear to the leadership team that the organisation needed to develop its culture, placing consultants at the heart of the initiative, so that it would be fit for the future as a dynamic, flexible, and innovative business that delivers. The CDP was designed to provide consultants with core capability and behavioural skills development and professional consulting standards aligned to the MCA's Consulting Excellence Principles. It was run as a blended learning programme for 31 consultants (representing 30% of the organisation) over 12 months and focused on personal effectiveness, collaboration, customer relationships and bringing consulting performance back to the forefront of TC&C's business.

The leadership team were involved throughout the process and provided ongoing support mechanisms to ensure a continuous learning environment. Consultants were challenged to take responsibility and initiate meetings to discuss some of the barriers to improving personal and team performance. Actions have since been progressed and new ways of working established to improve best practice and optimise consulting capability.

The CDP has already started to shape a new culture at TC&C; consultants feel more engaged and better equipped to perform their consulting role. Previously isolated consultants, many who spent most of their time based at their client's site, are now working with newly formed internal networks and peer mentors, supporting each other and collaborating on ideas and best practice. Communication is more effective with a new sense of openness and trust, "focus on the task, suspending agendas and biases has opened up a realm of possibilities to explore and dramatically reduced the time to reach decisions". Although still early days, consultants are changing old habits, practicing new behaviours and skills, and enhancing their reputation as "trusted advisors" to clients.



MCA Awards 2018 Winner

Consulting Excellence Award for Professional Development

Thales Cyber & Consulting

The CDP is a long-term investment that will continue to evolve and form part of TC&C's commitment to professional development.